AT Kearney

Global Cities 2016

Which global cities are performing best today, which have the best long-term potential, and what makes a "smart city"?

Today, more than half of the world's population lives in cities, and the world continues to urbanize rapidly. By 2050, two-thirds of the world's population will live in urban areas, according to the United Nations. As these urban centers swell in size, their influence will only continue to grow.

Recognizing the importance of measuring city-level indicators to track progress, A.T. Kearney's Global Cities has been collecting data on the world's most important cities since 2008 for just this purpose. This, the sixth edition of the Global Cities report, analyzes 125 cities to determine which are the most global. A truly global city, by our definition, is measured by its ability to attract and retain global capital, people, and ideas, as well as sustain that performance in the long term.

Global Cities 2016 comprises two parts:

Global Cities Index: an examination of a city's current performance based on 27 metrics across five dimensions: business activity, human capital, information exchange, cultural experience, and political engagement.

The Index is designed to provide insights into the global reach, performance, and level of development of the world's largest cities. It allows for the comparison of diverse cities—such as New York and Shanghai—to help draw unique conclusions about their shared strengths and core differences.

By 2050, **two-thirds of the world's population** will live in urban areas.

Global Cities Outlook: a projection of a city's potential based on rate of change in 13 indicators across four dimensions: personal well-being, economics, innovation, and governance.

Now in its second edition, the Outlook focuses on bringing a forward-looking perspective to city-level policies and practices that shape future competitiveness. The indicators it covers are designed to measure characteristics of long-term success, such as environmental performance, safety, and innovation capacity.

Together, the Index and Outlook provide a unique look at 125 of the world's largest and most influential cities today and those primed to make an impact in the future. They help to identify the current key players and those cities that might be tomorrow's change makers. Figure 1 on page 2 identifies this year's top 25 cities in both the Index and Outlook. The appendix on page 9 breaks down the Global Cities methodology.

The 15 "Global Elite"

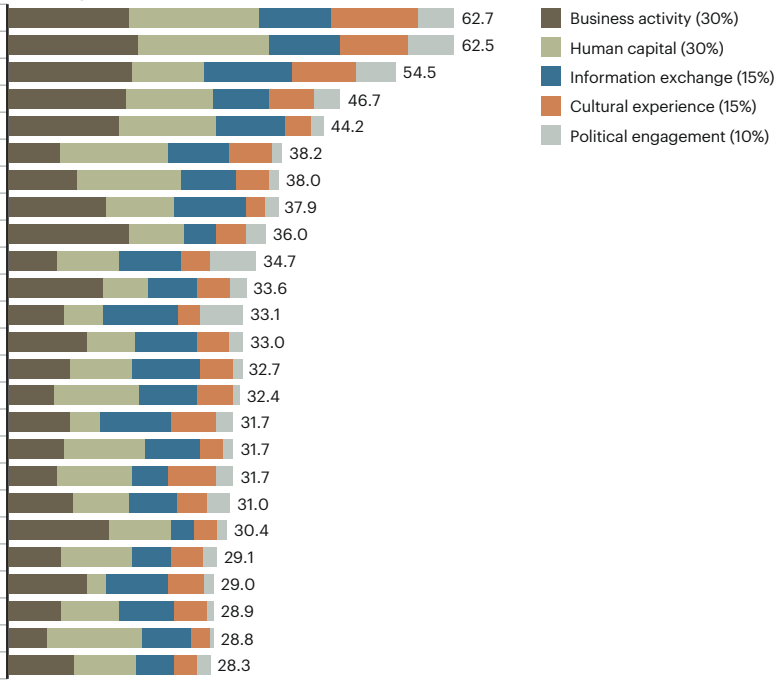
A.T. Kearney's Global Cities identifies a set of cities that rank in the top 25 on both the Index and Outlook—called the "Global Elite." Fifteen cities qualify this year, and they are all well-known hubs of culture and politics, as well as true global economic hubs (see figure 2 on page 3). Combined, they average 8.8 million in population and account for $7.3 trillion in GDP—or about half of the GDP of all 55 high-income cities measured by Global Cities. Given their combination of strong performance today and high potential, these cities are likely to exert their global influence well into the future.

Figure 1

The top 25 cities on the Index and the Outlook

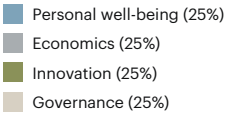
Global Cities Index, rank and score

2016 rank	2015 rank	City	Scoring breakdown
1	2	**London**	62.7
2	1	**New York**	62.5
3	3	**Paris**	54.5
4	4	**Tokyo**	46.7
5	5	Hong Kong	44.2
6	6	**Los Angeles**	38.2
7	7	**Chicago**	38.0
8	8	**Singapore**	37.9
9	9	Beijing	36.0
10	10	Washington, D.C.	34.7
11	11	Seoul	33.6
12	12	**Brussels**	33.1
13	16	Madrid	33.0
14	15	**Sydney**	32.7
15	19	**Melbourne**	32.4
16	17	**Berlin**	31.7
17	13	**Toronto**	31.7
18	14	Moscow	31.7
19	18	Vienna	31.0
20	21	Shanghai	30.4
21	20	Buenos Aires	29.1
22	25	**Amsterdam**	29.0
23	22	**San Francisco**	28.9
24	23	**Boston**	28.8
25	29	Istanbul	28.3



Global Cities Outlook, rank and score

2016 rank	2015 rank	City	Scoring breakdown
1	1	**San Francisco**	70.6
2	4	**New York**	70.4
3	3	**Boston**	67.8
4	2	**London**	67.1
5	6	Houston	61.0
6	16	Atlanta	61.0
7	8	Stockholm	60.6
8	9	**Amsterdam**	60.4
9	7	Munich	60.1
10	5	Zurich	59.4
11	17	**Chicago**	57.2
12	11	**Sydney**	57.2
13	19	**Paris**	57.1
14	13	**Berlin**	56.4
15	15	**Melbourne**	55.7
16	12	Geneva	55.5
17	14	**Singapore**	55.0
18	20	**Toronto**	54.8
19	18	**Tokyo**	54.8
20	29	Dallas	54.7
21	21	**Los Angeles**	54.4
22	24	**Brussels**	53.3
23	28	Taipei	53.3
24	23	Copenhagen	53.2
25	27	Vancouver	52.9

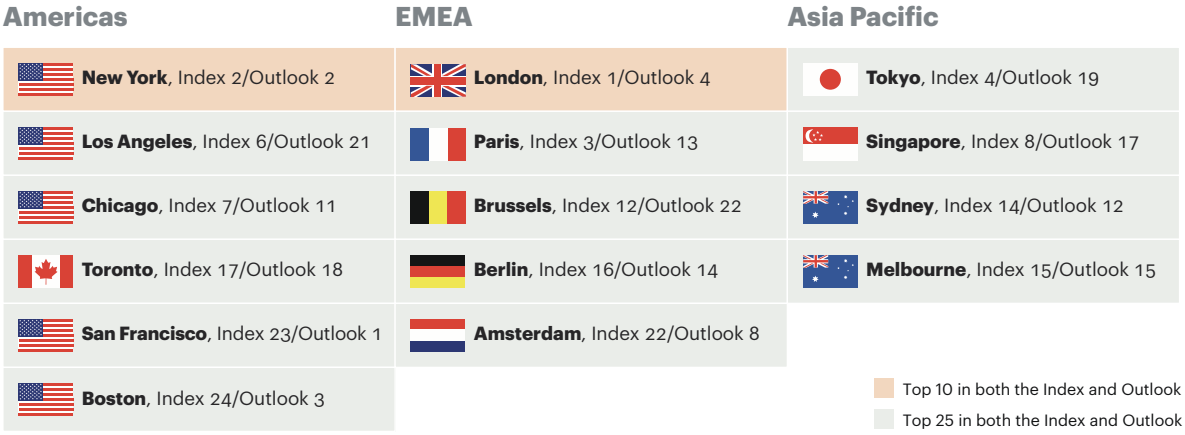


Note: **Bold** city names indicate top 25 in both Index and Outlook.

Source: A.T. Kearney Global Cities 2016

Figure 2

The "Global Elite" are 15 cities that rank in the top 25 on both the Index and the Outlook



Source: A.T. Kearney Global Cities 2016

Leading the Global Elite once again are London and New York City, which remain the only two cities in the top 10 of both the Index and Outlook. Despite the strength of the Global Elite as leaders in the Index and Outlook, they have no lock on global leadership. Eighteen different cities lead among the 27 metrics on the Index, and 20 cities lead or share the lead in the 13 indicators of the Outlook—meaning that even the most "elite" face significant competition from cities in all major regions.

Other cities can use the Index and Outlook to help benchmark city performance. By addressing their strengths and weaknesses, cities can become more competitive on the world stage while helping to redefine what "global" may mean in the future.

A Change at the Top of the Global Cities Index

For the first time since A.T. Kearney's first Global Cities Index in 2008, London has overtaken New York to claim this year's top spot. While this finding might surprise some, London's score has steadily improved since 2008 and reduced New York's lead (see figure 3 on page 4).

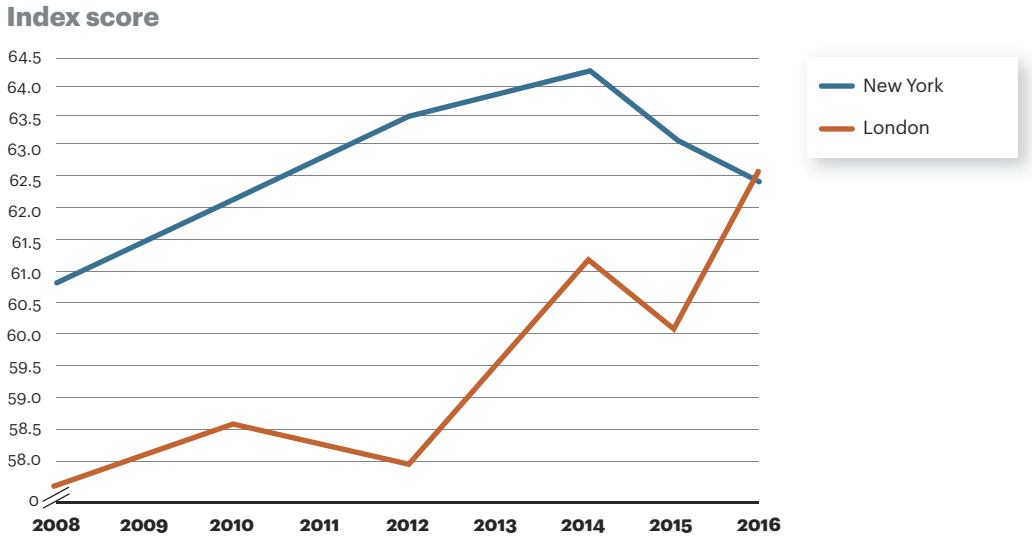
This year, London performed better in two of the five dimensions: cultural exchange and business activity. Even though New York maintained its top position in human capital, London closed the gap. London has also seen noticeable improvement in information exchange, while New York's political engagement has dropped 10 percent as London's has increased 33 percent.

The Original 60 Become More Global

Since 2008, A.T. Kearney has continuously sought to improve the usefulness of the Index by including more cities, more than doubling the number of cities measured over the past eight years to include 125 today. But a look at the Index's original 60 cities from 2008 offers an interesting perspective on how the most global cities in the world are becoming even more

Figure 3

London has steadily closed the gap on New York since the first Index in 2008



Source: A.T. Kearney Global Cities 2016

global—expanding their reach through increased economic, cultural, and political ties. Since 2008, these 60 cities have registered higher scores, and in four of the five dimensions within the Index (political engagement being the exception), average scores for the original 60 cities have increased. The largest score gains have come in human capital, as these cities improve their attractiveness as global talent hubs through universities, international student populations, and people with tertiary degrees.

San Francisco Leads the Global Cities Outlook

For the second year in a row, San Francisco leads the Outlook, driven largely by its unparalleled strength in innovation.[1] The city's private investments, a proxy for venture capital, more than double that of the next highest grossing city, New York. While San Francisco remains atop the rankings, a few cities have closed the score gap, particularly New York, Boston, and London. New York's score improvements were driven by economics, Boston's by innovation, and London's by governance—highlighting the diversity of strengths that could lead to overall future success.

In this year's Outlook, the personal well-being dimension saw the most improvement. This is perhaps a reflection of the efforts under way by cities around the world to improve quality of life for their citizens, through strategies such as investments into resilient infrastructure to combat climate change or improvements in healthcare access and safety.

Innovation continues to differentiate cities in developed and emerging economies in the Outlook, with North America's and Europe's cities scoring highest in this dimension. As a city's capacity to innovate will continue to define tomorrow's leaders in the new knowledge economy, change in this dimension will be worth watching into the future.

[1] For more on global innovation, see the Global Innovation Index at www.atkearney.com/innovation/global-innovation-index/2015.

Global Cities: "Perfect" and "Fastest"

The top performers on each of the Index's 27 metrics were used to come up with the "perfect city," and leaders of each of the 13 indicators of the Outlook were used to construct the "fastest city."

The result is a mix of cities from across all major world regions and development levels. The "perfect" city requires 18 different cities; the "fastest" requires 20. While the leaders of the five dimensions on the Index (New York, Paris, London, and Washington, D.C.) remain consistent with last year's results, some new names enter the wider discussion of a perfect city: namely, Geneva and Brussels for access to TV news and Saint Petersburg for sister cities (see figure 4).

The "fastest" city on the Outlook saw the addition of a few new entrants as well. A city with the fastest potential within an indicator means that it has experienced the fastest rate of change over the past five years, which is used to project where the city could stand in 2026 if the current trajectory of growth is continued. For the first time, Melbourne leads a dimension—personal well-being—and new indicator leaders include Karachi, Pakistan for foreign direct investment (FDI) inflows; Sydney and Melbourne for environmental performance; and Brussels

Figure 4
2016 Global Cities Index leaders

Global Cities Index—leaders by dimension

Business activity	Human capital	Information exchange	Cultural experience	Political engagement
New York	New York	Paris	London	Washington, D.C.

Global Cities Index—leaders by metric

Fortune 500 Beijing	**Foreign-born population** New York	**Access to TV news** Abu Dhabi, Dubai, Zurich, Geneva*, Brussels*	**Museums** Moscow	**Embassies and consulates** London
Top global services firms London	**Top universities** Boston	**News agency bureaus** London	**Visual and performing arts** New York	**Think tanks** Washington, D.C.
Capital markets New York	**Population with tertiary degrees** Tokyo	**Broadband subscribers** Geneva, Zurich	**Sporting events** London	**International organizations** Geneva
Air freight Hong Kong	**International student population** London	**Freedom of expression** Stockholm	**International travelers** London	**Political conferences** Brussels
Sea freight Shanghai	**Number of international schools** Hong Kong	**Online presence** Singapore	**Culinary offerings** New York	**Local institutions with global reach** New York
ICCA conferences Paris*			**Sister cities** St. Petersburg*	

Note: ICCA is the International Congress and Convention Association.
*Indicates new leaders in 2016
Source: A.T. Kearney Global Cities 2016

for government transparency (see figure 5).[2] Karachi is perhaps the biggest surprise of the new entrants; this could be a testament to recent efforts by leadership to promote foreign investment into Pakistan. China and the United Arab Emirates have led recent investment activity into Karachi, which may be beneficial to both as regional business influencers.[3]

Figure 5
Global Cities Outlook leaders

Global Cities Outlook—leaders by dimension

Personal well-being	Economics	Innovation	Governance
Melbourne*	London	San Francisco	Geneva, Zurich

Global Cities Outlook—leaders by indicator

Stability and security Warsaw	**Infrastructure** Bogotá	**Patents per capita** Munich, Shenzhen, Houston	**Quality of bureaucracy** Dublin
Healthcare evolution Multiple leaders	**GDP per capita** Houston	**Private investments** San Francisco, Beijing, New York	**Ease of doing business** Warsaw
Gini coefficient index Prague	**FDI inflow** Karachi*	**University-sponsored incubators** Mexico City, Nairobi, Guadalajara, San Francisco	**Transparency** Brussels*
Environmental performance Sydney*, Melbourne*			

*Indicates new leaders in 2016
Source: A.T. Kearney Global Cities 2016

What It Takes to Be "Smart"

Because of its eight-year history, the Global Cities Index is a rich database and can be a powerful tool for analyzing the world's top-performing cities. As such, each year, A.T. Kearney seeks to identify emerging trends in the data and illuminate current topics of interest. In 2015, the focus was on innovation as the crucial differentiator between developed and emerging economy cities' performance. This year, the innovation theme was extended to more broadly encompass the idea of smart cities. While there is much discussion around smart cities, with a number of major governments—such as India, the United States, China, and the European Union—shaping initiatives to support the development of smarter cities, there is not yet a standard for what constitutes a "smart" city.

[2] For more about global FDI, see A.T. Kearney's Foreign Direct Investment Confidence Index at www.atkearney.com/gbpc/foreign-direct-investment-confidence-index

[3] *The Express Tribune*, September 2015

In general terms, most agree that a smart city is one that places technology at the core of its development strategy. The United States recently launched an initiative into smart cities and defined the concept as:

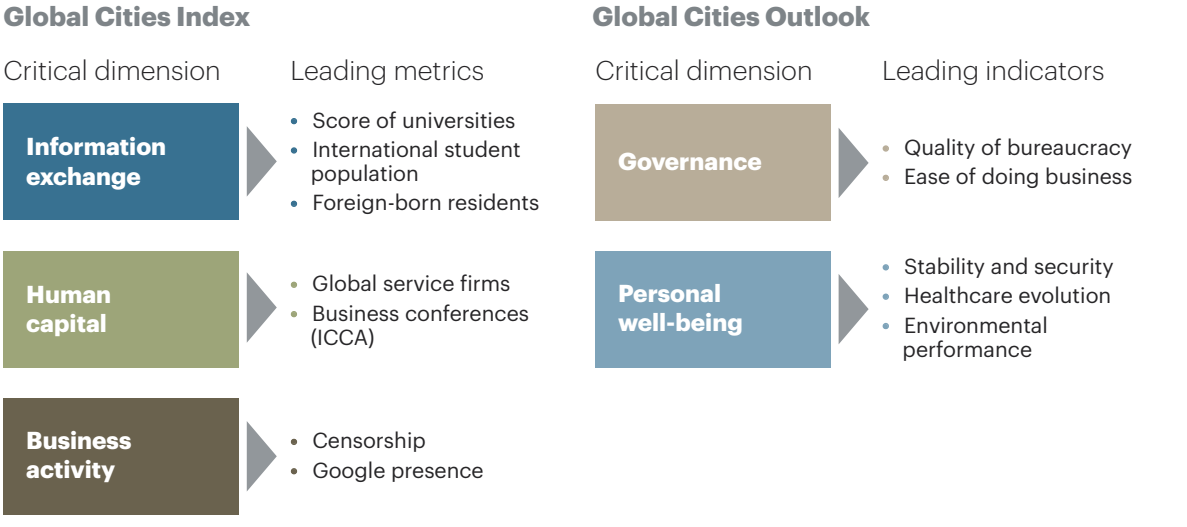
> "Communities that are building an infrastructure to continuously improve the collection, aggregation, and use of data to improve the life of their residents—by harnessing the growing data revolution, low-cost sensors, and research collaborations, and doing so securely to protect safety and privacy."[4]

A.T. Kearney looked at a sample of the world's recognized leaders in the concept of smart cities—chosen through a literature review—and analyzed their performance in both the Index and Outlook. The goal of the study was to find what traits these cities share in common to answer the question: What makes a city smart?

Of the 14 cities analyzed, all rank in the top quartile of cities measured on both the Index and Outlook. The list included leaders such as New York and London, as well as Amsterdam, Barcelona, Tokyo, Vancouver, Los Angeles, and Melbourne, among others.[5] Five dimensions—three in the Index and two in the Outlook—seemed to stand out as leading characteristics: information exchange, human capital, business activity, governance, and personal well-being (see figure 6).

Taken together, these traits provide clues as to what critical factors of a city's performance today will aid in the transformation into a leading smart city of the future. Cities with an engaged network of information-sharing, specialized talent, a vibrant economy, and policies that enable technology adoption and experimentation help to define today's smart cities and can help others as they seek to adopt smarter policies for the future.

Figure 6
Certain traits stand out in today's "smart cities"



Note: ICCA is the International Congress and Convention Association.
Source: A.T. Kearney Global Cities 2016

[4] The White House Fact Sheet on Smart Cities Launch, 2015

[5] For a full list, please see the appendix.

A Look Ahead

A.T. Kearney's Global Cities offers interesting insights into the state of the world, from the point of view of the major population centers that produce so much of the world's commerce and culture. Cities and metro regions are playing an increasingly important role in geopolitics and macroeconomics, with some experts even suggesting that cities are supplanting the traditional nation-state as the world's major economic and political drivers.[6] As cities see their global influence grow, city performance will inform the strategies of both business leaders—in terms of investment decisions, where to place regional and global headquarters or research centers, and where to recruit—and city government improvement plans.

Taken together, results from this year's Index and Outlook can help cities identify areas of weakness and opportunities for improvement, and it can act as a framework for business leaders looking to inform future growth strategies. This year's results point to a future that is anything but certain, as rank fluctuations show the level of competition and volatility in today's operating environment. We look forward to seeing what next year's results might tell us about the changes upon us in the global system.

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[6] See for example, *Connectography: Mapping the Future of Global Civilization* by Parag Khanna (2016).

Appendix

Global Cities methodology

Global Cities Index—current performance

- Measures 27 metrics across five dimensions
  - **Business activity (30%)**: capital flow, market dynamics, and major companies present
  - **Human capital (30%)**: education levels
  - **Information exchange (15%)**: access to information through Internet and other media sources
  - **Cultural experience (15%)**: access to major sporting events, museums, and other expos
  - **Political engagement (10%)**: political events, think tanks, and embassies
- **Rank and score** are determined by totaling the weighted averages of each dimension to yield a score on a scale of 0 to 100 (100=perfect)
- **Sources** are derived from publicly available city-level data[1]

Global Cities Outlook—future potential

- Measures 13 indicators across four dimensions
  - **Personal well-being (25%)**: safety, healthcare, inequality, and environmental performance
  - **Economics (25%)**: long-term investments and GDP
  - **Innovation (25%)**: entrepreneurship through patents, private investments, and incubators
  - **Governance (25%)**: proxy for long-term stability through transparency, quality of bureaucracy, and ease of doing business
- **Rank and score** determined by averaging rate of change across each metric using the past five years' data, then projecting out to 2026. Weighted averages applied to each dimension to yield a score on a scale of 0 to 100 (100=perfect)
- **Sources** are derived from publicly available city-level data[1]

[1]In the few cases when city-level data is not available, country-level data is used.
Source: A.T. Kearney Global Cities 2016

The 2016 Global Cities analyzes 125 cities

North America

Atlanta
Boston
Chicago
Dallas
Houston
Los Angeles
Miami
Montreal
New York
Philadelphia
Phoenix
San Francisco
Toronto
Vancouver
Washington, D.C.

Europe

Amsterdam
Barcelona
Berlin
Brussels
Budapest
Copenhagen
Dublin
Düsseldorf
Frankfurt
Geneva
Istanbul
London
Madrid
Milan
Moscow
Munich
Paris
Prague
Rome
Stockholm
St. Petersburg
Vienna
Warsaw
Zurich

Middle East

Abu Dhabi
Ankara
Baghdad
Cairo
Doha
Dubai
Kuwait City
Manama
Riyadh
Tehran
Tel Aviv

Asia Pacific

Ahmedabad
Bandung
Bangalore
Bangkok
Beijing
Chengdu
Chennai
Chongqing
Dalian
Dhaka
Dongguan
Guangzhou
Hangzhou
Harbin
Ho Chi Minh
Hong Kong
Hyderabad
Jakarta
Karachi
Kolkata
Kuala Lumpur
Lahore
Manila
Melbourne
Mumbai
Nagoya
Nanjing
New Delhi
Osaka
Pune
Qingdao
Quanzhou
Seoul
Shanghai
Shenyang
Shenzhen
Singapore
Surabaya
Surat
Suzhou
Sydney
Taipei
Tianjin
Tokyo
Wuhan
Xi'an
Yangon
Zhengzhou

Latin America

Belo Horizonte
Bogotá
Buenos Aires
Caracas
Guadalajara
Lima
Mexico City
Monterrey
Porto Alegre
Recife
Rio de Janeiro
Salvador
Santiago
São Paulo

Africa

Abidjan
Accra
Addis Ababa
Alexandria
Cape Town
Casablanca
Johannesburg
Khartoum
Kinshasa
Lagos
Luanda
Nairobi
Tunis

Source: A.T. Kearney Global Cities 2016

Smart cities methodology

14 cities were reviewed across all metrics of the Index and Outlook

City	Index rank	Outlook rank
Barcelona	26	34
Brussels	12	22
Copenhagen	42	24
London	1	4
Los Angeles	6	21
Melbourne	15	15
New York	2	2
Paris	3	13
Singapore	8	17
Sydney	14	12
Tokyo	4	19
Toronto	17	18
Vancouver	37	25
Vienna	19	41

Methodology

- Looked for **metrics where cities outranked** the average
- Any dimension where nine or more cities ranked in the top quartile of cities was considered a **critical dimension for being "smart"**
- Within the critical dimensions, any metric where nine or more cities ranked in the top quartile was considered a **leading metric for being "smart"**

[1]Smart Cities we identified were ranked as "smart" based on multiple sources. All smart cities ranked in the top one-third of cities on both the Index and Outlook.

Sources: *Fast Company, Forbes,* Siemens, IESE Insight; A.T. Kearney analysis

Global Cities Index results, 2008-2016

City rank

2016	2015	2014	2012	2010	2008	City
1	2	2	2	2	2	London
2	1	1	1	1	1	New York
3	3	3	3	4	3	Paris
4	4	4	4	3	4	Tokyo
5	5	5	5	5	5	Hong Kong
6	6	7	6	7	6	Los Angeles
7	7	6	7	6	8	Chicago
8	8	8	11	8	7	Singapore
9	9	15	14	15	12	Beijing
10	10	–	–	–	–	Washington
11	11	11	8	10	9	Seoul
12	12	14	9	11	13	Brussels
13	16	13	18	17	14	Madrid
14	15	16	12	9	16	Sydney
15	19	21	32	–	–	Melbourne
16	17	18	20	16	17	Berlin
17	13	10	16	14	10	Toronto
18	14	–	–	–	–	Moscow
19	18	17	13	18	18	Vienna
20	21	26	21	21	20	Shanghai
21	20	19	22	22	33	Buenos Aires
22	25	23	26	29	23	Amsterdam
23	22	20	17	12	15	San Francisco
24	23	22	15	19	29	Boston
25	29	29	37	41	28	Istanbul
26	27	25	24	26	–	Barcelona
27	24	24	30	31	–	Montreal
28	26	27	29	27	27	Dubai
29	28	28	23	20	21	Frankfurt
30	31	30	36	34	32	Miami
31	30	31	25	24	26	Zurich
32	33	32	27	23	24	Stockholm
33	38	36	31	33	35	Munich
34	32	38	33	35	31	São Paulo
35	36	37	28	28	30	Rome
36	40	43	35	32	–	Geneva
37	39	39	–	–	–	Vancouver
38	34	33	38	38	–	Houston
39	35	35	34	30	25	Mexico City
40	37	34	39	40	37	Atlanta
41	43	44	43	36	22	Bangkok
42	45	40	42	37	36	Copenhagen
43	44	45	40	39	34	Taipei
44	41	42	45	46	49	Mumbai
45	42	41	41	42	39	Milan
46	51	49	–	–	–	Prague
47	46	–	–	–	–	Philadelphia
48	48	47	44	44	44	Dublin
49	47	46	49	48	40	Kuala Lumpur
50	53	54	53	49	47	Rio de Janeiro
51	49	50	–	–	–	Dallas
52	59	60	47	47	45	Osaka
53	50	52	50	43	38	Cairo
54	52	51	–	–	–	Budapest
55	61	53	–	–	–	Warsaw
56	54	57	54	53	48	Jakarta
57	56	55	55	54	43	Bogotá
58	62	64	–	–	–	Santiago
59	58	61	51	51	46	Manila
60	55	56	52	52	50	Johannesburg
61	57	59	48	45	41	New Delhi
62	60	58	46	50	42	Tel Aviv
63	64	65	–	–	–	Lima

City rank

2016	2015	2014	2012	2010	2008	City
64	63	62	–	–	–	Abu Dhabi
65	66	66	–	–	–	Doha
66	65	63	–	–	–	Riyadh
67	68	–	–	–	–	Düsseldorf
68	70	–	–	–	–	St. Petersburg
69	73	–	–	–	–	Nagoya
70	69	68	–	–	–	Cape Town
71	71	75	60	57	52	Guangzhou
72	67	–	–	–	–	Phoenix
73	75	72	56	56	–	Nairobi
74	72	–	–	–	–	Ankara
75	76	71	58	58	58	Bangalore
76	77	–	61	61	55	Ho Chi Minh
77	80	84	–	–	–	Chennai
78	78	–	–	–	–	Hyderabad
79	74	73	57	55	51	Caracas
80	86	82	59	59	53	Lagos
81	87	87	63	64	56	Dhaka
82	83	–	–	–	–	Kuwait City
83	84	96	65	62	54	Shenzhen
84	81	78	64	63	60	Kolkata
85	79	89	62	60	57	Karachi
86	92	–	–	–	–	Nanjing
87	82	83	–	–	–	Manama
88	89	–	–	–	–	Accra
89	88	–	–	–	–	Porto Alegre
90	91	86	–	–	–	Casablanca
91	90	88	–	–	–	Tunis
92	95	–	–	–	–	Pune
93	97	–	–	–	–	Tehran
94	102	–	–	–	–	Tianjin
95	99	–	–	–	–	Salvador
96	96	–	–	–	–	Chengdu
97	93	–	–	–	–	Belo Horizonte
98	98	–	–	–	–	Monterrey
99	94	–	–	–	–	Guadalajara
100	85	80	–	–	–	Addis Ababa
101	100	–	–	–	–	Ahmedabad
102	101	–	–	–	–	Recife
103	106	–	–	–	–	Abidjan
104	109	–	–	–	–	Surabaya
105	108	–	–	–	–	Bandung
106	103	104	–	–	–	Lahore
107	104	–	–	–	–	Wuhan
108	110	–	–	–	–	Dalian
109	105	–	–	–	–	Suzhou
110	112	–	–	–	–	Qingdao
111	107	–	–	–	–	Alexandria
112	111	97	–	–	–	Kinshasa
113	114	115	66	65	59	Chongqing
114	115	–	–	–	–	Xi'an
115	113	–	–	–	–	Hangzhou
116	116	–	–	–	–	Baghdad
117	117	–	–	–	–	Harbin
118	118	–	–	–	–	Yangon (Rangoon)
119	120	–	–	–	–	Surat
120	119	–	–	–	–	Luanda
121	122	–	–	–	–	Zhengzhou
122	123	–	–	–	–	Shenyang
123	121	–	–	–	–	Khartoum
124	124	–	–	–	–	Dongguan
125	125	–	–	–	–	Quanzhou

Source: A.T. Kearney Global Cities 2016

Global Cities Outlook results, 2015-2016

City rank

2016	2015	City
1	1	San Francisco
2	4	New York
3	3	Boston
4	2	London
5	6	Houston
6	16	Atlanta
7	8	Stockholm
8	9	Amsterdam
9	7	Munich
10	5	Zurich
11	17	Chicago
12	11	Sydney
13	19	Paris
14	13	Berlin
15	15	Melbourne
16	12	Geneva
17	14	Singapore
18	20	Toronto
19	18	Tokyo
20	29	Dallas
21	21	Los Angeles
22	24	Brussels
23	28	Taipei
24	23	Copenhagen
25	27	Vancouver
26	25	Dubai
27	34	Washington
28	22	Dublin
29	33	Milan
30	30	Düsseldorf
31	31	Montreal
32	10	Seoul
33	36	Osaka
34	32	Barcelona
35	49	Moscow
36	26	Santiago
37	40	Phoenix
38	37	Prague
39	38	Warsaw
40	35	Frankfurt
41	39	Vienna
42	45	Beijing

City rank

2016	2015	City
43	43	Philadelphia
44	46	Miami
45	71	Saint Petersburg
46	42	Madrid
47	41	Nagoya
48	48	Tel Aviv
49	47	Rome
50	50	Shenzhen
51	51	Abu Dhabi
52	52	Bogotá
53	54	Budapest
54	44	Kuala Lumpur
55	58	Buenos Aires
56	57	Mexico City
57	53	Hong Kong
58	59	Kuwait City
59	56	Suzhou
60	64	Nanjing
61	55	Tianjin
62	60	Doha
63	65	Shanghai
64	62	Guadalajara
65	70	Lima
66	69	Rio de Janeiro
67	61	Monterrey
68	63	Wuhan
69	74	Hangzhou
70	82	São Paulo
71	67	Shenyang
72	75	Riyadh
73	90	Bangalore
74	68	Manila
75	72	Chengdu
76	87	New Delhi
77	78	Quanzhou
78	76	Guangzhou
79	79	Dalian
80	66	Istanbul
81	77	Harbin
82	83	Dongguan
83	80	Manama
84	85	Zhengzhou

City rank

2016	2015	City
85	81	Xi'an
86	73	Ankara
87	93	Mumbai
88	92	Belo Horizonte
89	89	Bangkok
90	91	Chongqing
91	97	Hyderabad
92	84	Qingdao
93	88	Recife
94	86	Ahmedabad
95	94	Salvador
96	96	Porto Alegre
97	98	Ho Chi Minh
98	109	Chennai
99	120	Karachi
100	112	Kolkata
101	113	Nairobi
102	99	Johannesburg
103	100	Pune
104	95	Casablanca
105	102	Surat
106	116	Abidjan
107	106	Accra
108	107	Cape Town
109	103	Surabaya
110	105	Jakarta
111	111	Bandung
112	104	Cairo
113	110	Tunis
114	115	Lahore
115	108	Yangon (Rangoon)
116	101	Alexandria
117	117	Caracas
118	118	Tehran
119	119	Baghdad
120	121	Kinshasa
121	114	Addis Ababa
122	124	Lagos
123	123	Luanda
124	122	Dhaka
125	125	Khartoum

Source: A.T. Kearney Global Cities 2016

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	Chicago	New York	Washington, D.C.
	Dallas	Palo Alto	
Asia Pacific	Bangkok	Melbourne	Singapore
	Beijing	Mumbai	Sydney
	Hong Kong	New Delhi	Taipei
	Jakarta	Seoul	Tokyo
	Kuala Lumpur	Shanghai	
Europe	Amsterdam	Istanbul	Oslo
	Berlin	Kiev	Paris
	Brussels	Lisbon	Prague
	Bucharest	Ljubljana	Rome
	Budapest	London	Stockholm
	Copenhagen	Madrid	Stuttgart
	Düsseldorf	Milan	Vienna
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The signature of our namesake and founder, Andrew Thomas Kearney, on the cover of this document represents our pledge to live the values he instilled in our firm and uphold his commitment to ensuring "essential rightness" in all that we do.

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